



INTRODUCTION TO HOTEL INDUSTRY

One of the fastest growing sectors of the economy of our time is the hotel industry. The hotel industry alone is a multi-billion dollar and growing enterprise. It is exciting, never boring and offer unlimited opportunities. The hotel industry is diverse enough for people to work in different areas of interest and still be employed within the hotel industry. This trend is not just in India, but also globally.

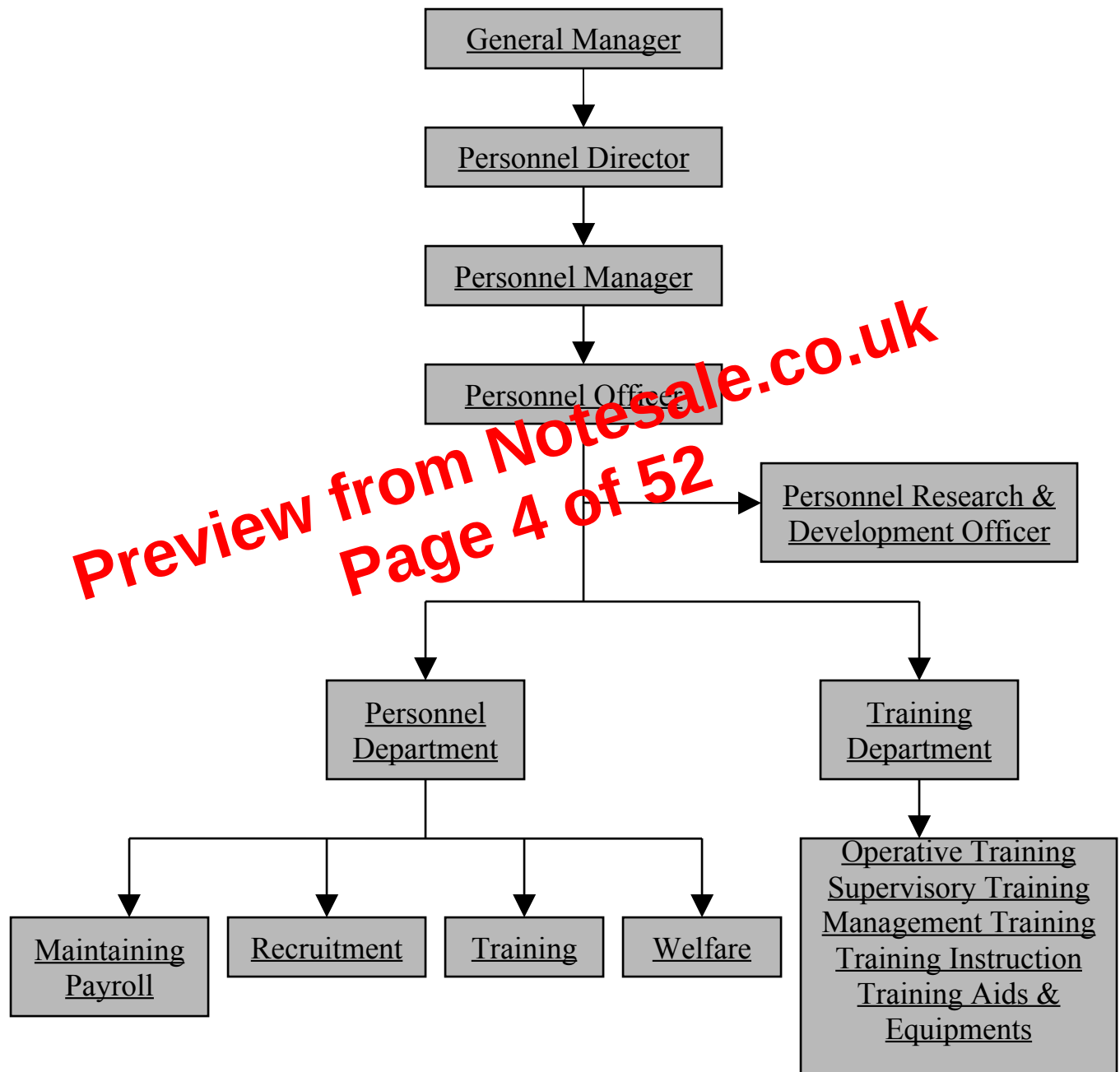
Modern hotels provide refined services to their guests. The customers or guests are always right. This principle necessitated application of management principles in the hotel industry and the hotel professionals realized the instrumentality of marketing principles in managing the hotel industry.

The concept of total quality management is found getting an important place in the marketing management of hotels. The emerging positive trend in the tourism industry indicates that hotel industry is like a reservoir from where the foreign exchange flows. This naturally draws our attention on HOTEL MANAGEMENT. Like other industries, the hotel industry also needs to explore avenues for innovation, so that a fair blending of core and peripheral services is made possible. It is not to be forgotten that the leading hotel companies of the world have been intensifying research to enrich their peripheral services with the motto of adding additional attractions to their service mix. It is against this background that we find the service mix more flexible in nature.

The recruitment and training programmes are required to be developed in the face of technological sophistication. The leading hotel companies have been



Fig: A Typical Organization of Personnel Department





Personnel Policies of HR

The personnel function in a hotel includes many activities such as:

- ≈ Consideration of leadership style
- ≈ Relationship
- ≈ Responsibilities
- ≈ Philosophy
- ≈ Social orientation
- ≈ Organizational structure

In most of the hotels the personnel policies are put in writing. These policies are distributed to key and responsible executive to provide guidance and ensure consistent application. Periodically, the HRD review these policies.

For Example: In **Ramada International** the following policies are put on the notice boards as well as each employee bear a tag starting “**I am**” which generate a sense of motivation as well as sense of personal feeling towards the organization.

Fig: Policies of Ramada International

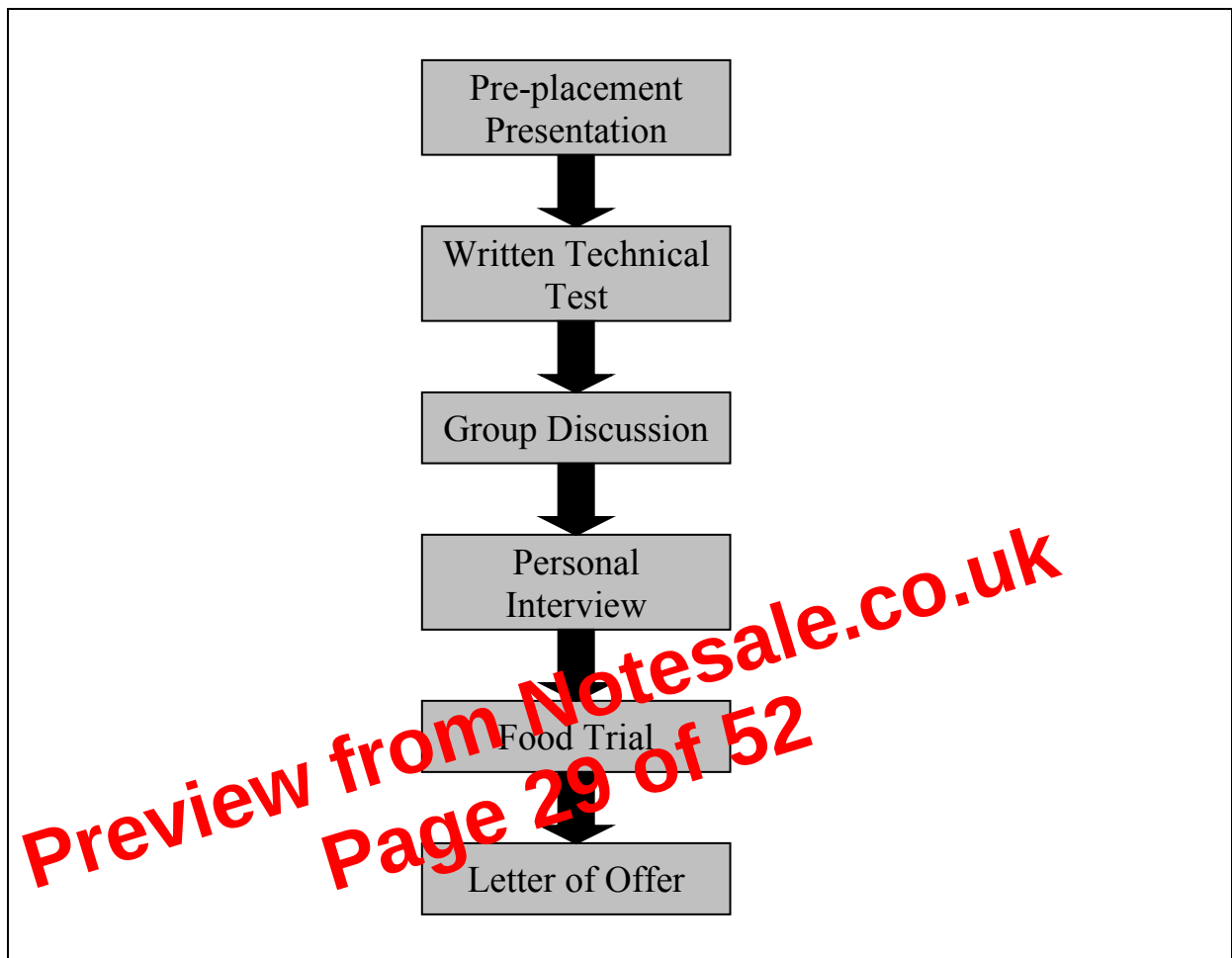
I am proud I am Excited I am Empowered I am Ramada International
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Selection Process

Selection is a long process, commencing from the preliminary interview of the applicants and ending with the contract of employment. Fig. shows the generalized selection process. In practice, the process differs among organizations and between two different jobs within the same organization. Selection procedure for senior managers will be long-drawn and rigorous, but it is simple and short while hiring shop-floor workers.

For Example: In most of the hotels that I visited the selection procedure is different for people in different department as well as for different post. In Orchid Hotel, the different types of test taken are knowledge test, trade test, interviews and managerial grid for executives.



ORIENTATION AND PLACEMENT

Orientation



Orientation is called as induction. It is the planned process of introducing new employees to their jobs, their co-workers and the organization. The main purpose of induction is to relieve the new employee from possible anxiety and make him or her feel at home on the job.

These orientation programmes are carried out formally as well as individually/collectively in the hotels. These programmes are carried from 1 week – 2 week.

For Example: In most of the hotels that I visited the time spared on orientation programme is one week. In Orchid Hotel, the problem faced during orientation programme is of adjusting schedules.

The topics, which are covered in the induction programmes are given in the following table:

<u>Organizational Issues</u>	
• History of employer	• Product line or services provided
• Organization of employer	• Overview of production process
• Names & titles of key executives	• Company policies & rules
• Employee's title & department	• Disciplinary regulations
• Layout of physical facilities	• Employee handbook
• Probationary period	• Safety procedure & enforcement
<u>Employee Benefits</u>	
• Pay scales and pay days	• Insurance benefits



Hyatt's Human Resource Strategy: Focus 2000

Hyatt has an ambitious plan to find, train, and keep quality employees during the next 10 years - Focus 2000. Recruitment, training, recognition, retention, communications, volunteerism and community involvement are important components of the plan. One priority of focus 2000 is keeping tabs of management and line employees. The Hyatt Management Manpower Inventory is a program to keep track of the locations, performance and wage scales of more than 8000 management-level employees in the company. The information, which is compiled on computer at each hotel and sent to corporate offices, includes the employees' levels of interest in promotion, geographic preferences and the availability of other employees to fill their slots if they are promoted. One another program provides more statistical indicators of a property's success and helps the corporate and regional staffs identify potential personnel problem areas. The strongest component of the focus 2000 program is employee communications. The chain has always had clear, meaningful two-way lines of communication. Morgan, corporate director of employee relations, discusses Hyatt's commitment to employee communications. "We try to share with employees as much information as possible about the company and how it's performing. Our approach is always to be honest and instill in them a sense of ownership in the company. Then if the company or an individual hotel has a problem, sales are down, for example, we can openly discuss the impact of the situation and what we can do together to solve it."



CONCLUSION

From the whole project we have seen that in hotel industry the policies and functioning of each hotel is little bit similar to other hotels. Good HR policy would be the policy, which not only considers all HR functions with proper care, but also considers all the other factors like culture of the hotel, types of customers it receives, the nature of the business and also the place from where it operates. And the hotels, considering all the above factors to achieve the organizational goal while framing its HR functions is said to have been following good policy. For example in **Hotel Sea Princess**, the employee care is given first priority. In case if some of the relative of an employee dies or suffers from some serious disease, the manager sends all the colleagues of that employee to support him and thus manager makes himself aware of that employee's condition. This makes the employee feel that management cares for him. This will definitely motivate him to work in the interest of organization. There work environment is quite friendly and hence employees can discuss their problems openly.

In small hotels, the HR functions are not that developed. It needs more attention especially for the hotels aiming to expand their business. The hotels should neglect the fact that the frustration level in this industry is highest of all industries. The very first disappointment employee's face that the industry is not glamorous the way it was hyped in catering colleges. Their frustration level keeps on rising when they go through the following circumstances. Employees do not have time for their personal life. They have to do overtime for many of the reasons and for such extra time they are not even paid. For example if the